

REVIEW

of the official opponent, doctor of pedagogical sciences, professor

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on thesis research GAO FEI on the topic:

**«THE DEVELOPMENT OF HR MANAGERS' PSYCHOLOGICAL
AND PEDAGOGICAL COMPETENCE IN THE FRAMEWORK OF**

CORPORATE TRAINING», which is presented for obtaining the scientific degree

of Doctor of Philosophy in the field of knowledge 01 Education/ Pedagogy

from specialty 011 Educational, pedagogical sciences

Relevance of the topic of the thesis research. A professional HR manager has a high social and professional status, is constantly self-developing and self-improving, and aims for personal and professional achievements. We share the author's opinion that HR management is an art and a science at the same time, as it is aimed both at the development of the company as a whole and the development of each employee in particular.

In view of the provided facts, we fully support Gao Fei's idea that since HR managers work directly with the company's personnel, there is a need to develop their psychological and pedagogical competence which requires a systematic approach.

It was established that, despite a significant number of publications, theoretical and practical issues of the development of psychological and pedagogical competence of HR managers cannot be considered fully covered both in psychological and pedagogical and methodical literature.

The contradictions that have been identified and require a purposeful resolution strengthen the relevance of Gao Fei's thesis research. It has been established that the main contradictions are as follows: the need for the development of psychological and pedagogical competence of HR managers and the insufficient level of research on its theoretical justification; the requirements of employers for HR managers' psychological and pedagogical competence, inadequate level of its formation in the framework of initial professional training and the need to ensure the appropriate pedagogical conditions for its development in the framework of corporate training; the necessity of its development in the framework of corporate training and insufficient level of methodical support for the development of psychological and pedagogical competence in the framework of corporate training.

Hence, we state that the scientific research, which is presented for defense, is certainly timely, practically aimed. Its relevance does not cause any doubts. Therefore, we consider the peer-reviewed thesis research to be integral. It reveals the need to work with HR managers at the scientific-theoretical, practical and methodical levels. The research also demonstrates the author's deep understanding of modern approaches to the development of psychological and pedagogical competence of HR managers.

Scientific novelty of the thesis results. The conducted analysis of the thesis work allows to certify that the applicant has obtained significant scientific results.

So, for the first time the pedagogical conditions of HR managers' psychological and pedagogical competence development in the framework of corporate training have been isolated. The author attributed to such conditions:

- 1) encouraging HR managers to develop psychological and pedagogical competence;
- 2) organization of contextual teaching and learning to gain experience in the implementation of HR managers' psychological and pedagogical competence;
- 3) using the potential of reflective practices;
- 4) the development and implementation of professional development program for HR managers' psychological and pedagogical competence development in the framework of corporate training.

We consider it valuable from the scientific point of view that the thesis student specified the concepts "professional competence", "HR manager's psychological and pedagogical competence", "corporate training", and the content of the component structure of HR manager's psychological and pedagogical competence. In the thesis work tools for diagnosis of developmental state of HR manager's psychological and pedagogical competence have been specified and concretized.

The content of the professional development program for HR managers has been improved, with the aim of developing their psychological and pedagogical competence. The theses on the use of the potential of corporate training have been further developed.

It should be noted that the author took a balanced approach to the organization of his practical activities. It made it possible to improve the content, forms and methods of development of psychological and pedagogical competence of HR managers' in the framework of corporate training.

The degree of validity of scientific statements and conclusions. The study of Gao Fei's thesis allows us to state that the author used an adequate set of theoretical, empirical and statistical methods. This helped him properly organize a pedagogical experiment and verify the obtained results. The peer-reviewed thesis is based on a significant source base, which covers 313 titles. It should be noted that the presented conclusions correspond to the set tasks. They are also correlated with scientific novelty.

Evaluation of the content of the thesis, its completeness and compliance with the established requirements. It should be noted that the thesis research is clearly structured. In particular, the acquirer clearly defined the object, the subject, formulated the goal, hypothesis and tasks of the research, justified the choice of search methods. All components of the scientific apparatus are fully correlated with each other. We believe that the formulation of the main methodological characteristics of the work is a completely logical, qualified and balanced construct. It also deserves approval and has scientific value. It is impossible to ignore the appropriate choice of research methods, their correspondence to the tasks that were solved in the process of work.

It should be dwelled on the characteristics of the specific results of Gao Fei's thesis research more *precisely*.

Thus, the author convincingly substantiates the multifaceted, complex, systemic and interdisciplinary nature of development of psychological and pedagogical competence HR managers' in the framework of corporate training.

The strength of the thesis is the theoretically grounded author's view on the structure of HR managers' psychological and pedagogical competence which encompasses the motivational, cognitive, and activity components. The author defined 4 levels (low (elementary), intermediate (reproductive), upper-intermediate (productive), advanced (creative)) of HR managers' psychological and pedagogical competence development in the framework of corporate training.

It is fundamental to reveal in the work theoretical, methodical and practical issues related to the characteristics of pedagogical conditions. The pedagogical conditions were determined, justified and implemented in the corporate training of modern companies in order to develop HR managers' psychological and pedagogical competence development in the framework of corporate training. It has been established that the author's special attention in the thesis was given to the presentation of practical mechanisms for the implementation of specific pedagogical conditions.

The advantages of Gao Fei's thesis include its **practical significance**, which consists in the fact that the author proposed innovative forms and methods. The proposed professional development program for HR managers' psychological and pedagogical competence development in the framework of corporate training covered 60 hours, which presupposed 40 hours of corporate training and 20 hours of self-study.

The author developed the seminar "Psychological and pedagogical competence of HR manager: theoretical aspects and practical application"; trainings "Encouraging HR managers to develop psychological and pedagogical competence", "Reflective practices in professional development"; activities "Portfolio development", "Professional ethics and corporate culture"; team building and teamwork activities ("Building Bridges", "Helium Stick", "Mine Field", "Group survival Scenario", "Just a Glimpse", "Sum of the Parts", "Director, Runner, Builder, Observer", "Senior

Management, Middle Management, and Workers”); role-playing and business games and exercises: “Interview”, “Enterprise”, “Conflict client”, “Evaluation of employee performance”, “Ideas for corporate training organisation”, “Actors”, “The development of corporate training plan”; methods and techniques (the method of mutual presentation, the “Roundabout of Thoughts” method, Case study method “The use of psychological and pedagogical knowledge in HR management and professional development”, feedback and reflection techniques “Me-We-Business”).

We support Gao Fei in his effort to clearly present the empirical part of the study. We are also impressed by a detailed and successfully conducted pedagogical experiment, in particular the formative stage. There was logically traced the connection between theoretical ideas and methods of their practical implementation.

The presented results testify to the positive consequences of the activities proposed by the author. The methods of mathematical statistics revealed statistically significant differences between the control and experimental groups. We note the correctness with which the author interpreted the results of the experiment.

The completeness of the presentation of the main results of the thesis research. All provisions of the work are qualitatively argued and supported by references to relevant sources. It was found that the conclusions prove the logical completeness of the research and correspond to the set tasks. It should be noted that all research tasks have been carefully analyzed by the author. Its results have been thoroughly verified by reliable modern research methods.

The author’s scientific publications confirm his competence in matters of organization of prevention and correction of teenager’s aggressive behavior. So, 9 papers were included in the research output of the recipient. Such an author’s addition convincingly proves the completeness of the presentation of the obtained results of the thesis in open print.

Compliance of the thesis with the established requirements. In our view, all the theoretical propositions and conclusions of Gao Fei’s thesis research are fully substantiated, theoretically and methodologically balanced. Presentation of theoretical, empirical, research material corresponds to the topic of the thesis research, its object, subject, purpose. Thesis work is clearly structured. The content of the work reflects the progress of the research tasks. The conclusions presented in the thesis testify to the integrity and logical completeness of the research and correspond to the tasks set. It should be noted that the thesis is characterized by a high culture of scientific and theoretical thinking, literacy in the construction and presentation of scientific material.

Data on the absence of textual borrowings and violations of academic integrity. It should be noted that the presented thesis is an independent, completed scientific study. The conducted analysis of the thesis testifies to the scientific conscience and deep theoretical knowledge of the thesis holder, perfect mastery of

scientific research methods. No violations of academic integrity (academic plagiarism, self-plagiarism, fabrication, falsification) and textual borrowings were found during the review of Gao Fei's thesis.

The *references* in the text are made in compliance with all requirements. We positively assess the fact that the author presented a significant amount of practical material in the *appendices*. This significantly deepened the perception of information, and also characterizes the author as a competent practitioner. The source base is sufficient for a comprehensive study of the problem. It also testifies to the scientific conscience of the author.

Discussion clauses and remarks. After thorough review of the thesis research, we consider it appropriate to pay attention to certain *inaccuracies*, *debatable points* and express our own *comments* and *judgments*:

1. The table 1.1. «The experience of Ukrainian and Chinese universities in providing educational programs at Bachelor's, Master's and Doctoral levels (developed by the author) (p. 73 – 74) should not only present the views of scientists, it should also present their critical remarks.

2. Paragraph 1.1. “The main concepts and categories of research” seems to be overloaded with theoretical information. It is worthy to present some of it in the appendices, or present it schematically with the help of figures and tables.

3. We believe that tables 2.1, 2.2, 2.3, 2.4, which relate to the characteristics of the levels of HR managers' psychological and pedagogical competence development can be combined into one table.

4. In our opinion, a more thorough explanation is needed for the choice of pedagogical conditions among a rather significant spectrum of conditions (psychological and pedagogical, organizational and pedagogical, organizational and psychological, social and pedagogical, social and psychological).

Conclusions regarding the compliance of the thesis research with the current requirements and the possibility of awarding a scientific degree. However, the expressed comments and wishes do not reduce the scientific value of the thesis and do not affect its high positive evaluation. Gao Fei's peer-reviewed thesis is an independent completed research paper. The work contains significant scientific improvements and new, previously unprotected scientific provisions.

The obtained results are rational for solving the issue of development of HR managers' psychological and pedagogical competence in the framework of corporate training. Based on the conducted analysis, we state that the results have scientific novelty, theoretical and practical significance, and are important for pedagogical science.

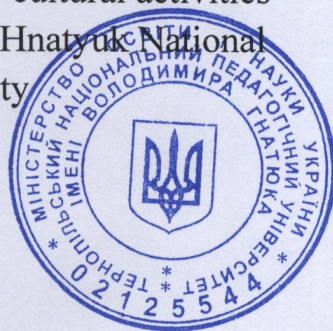
General conclusion. The thesis on the topic: “The development of HR managers' psychological and pedagogical competence in the framework of corporate

training” deserves a positive assessment and meets the requirements of the Order On Approval of Requirements for Thesis Formatting (as amended) No. 40 of 12 January 2017 by the Ministry of Education and Science of Ukraine, and the Procedure for Awarding the Degree of Doctor of Philosophy and Cancellation of the Decision of a One-time Specialised Academic Council of a Higher Education Institution or Research Institution to Award the Degree of Doctor of Philosophy (Resolution of the Cabinet of Ministers of Ukraine No. 44 of 12 January 2022). Its author Fei Gao deserves the award of the scientific degree of Doctor of Philosophy in the specialty 011 Educational, pedagogical sciences, field of knowledge 01 Education/Pedagogy.

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